DOCUMENT RESUME

ED 073 818 LI 004 266

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TITLE	Iranian Special Library Standards.
PUB DATE	[73]
NOTE	16p.; (11 References)
EDRS PRICE	MF-$0.65 HC-$3.29
DESCRIPTORS	Foreign Countries; *Library Science; *Library Standards; *Special Libraries
IDENTIFIERS	*Iran

ABSTRACT

The purposes of these standards are: (1) to suggest the steps necessary for the establishment of special libraries; (2) for those recently established, to suggest the steps necessary to achieve satisfactory performance levels in all areas, and finally, (3) for well established libraries, to suggest the steps necessary to achieve excellence. These standards have been approved and are recommended by the Tehran Book Processing Centre, part of the Institute for Research and Planning in Science and Education, affiliated with the Ministry of Science and Higher Education. After a few years of experience in applying them to Iranian libraries they should be revised and updated. This document is not intended to form an operation manual, nor is it a textbook in special library administration, nor can it recommend specific quantitative measures which will give automatic excellence. Furthermore, in libraries as varied as these, it is impossible to achieve a high degree of uniformity, so many variations should be expected between libraries. Even so, this document should give a clear guide to the basic elements present and the degree to which they are present in the majority of successful special libraries. In so doing, it describes the criteria or standards by which successful libraries can be judged, also. Most basic of all, however, there must be clearly and unmistakably present at high Iranian management levels the strong intention to make the library a vital and useful part of the organization. (LI 004244 through 004265 and LI 004267 are related.) (Author/NH)

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IRANIAN SPECIAL LIBRARY STANDARDS

Special libraries have a quite varied nature and are difficult to define. They may serve any kind of government office, a prison, a hospital, bank, corporation, law firm, industrial firm, museum, association, military base, or specialized institute, or, they may be specialized by form of material such as in a film record or ma library. They may be called information centers, documentation centers, technical information centers, or special libraries. In Iran, most special libraries are in government ministries or other types of government organizations. College, school, public and university libraries are not special libraries, however.

The purposes of these standards are: since relatively few special libraries exist in Iran, (1) to suggest the steps necessary for their establishment; (2) for those recently established, to suggest the steps necessary to achieve satisfactory performance levels in all areas, and finally, (3) for well established libraries, to suggest the steps necessary to achieve excellence. These standards have been approved and are recommended by the Tehran Book Processing Centre, part of the Institute for Research and Planning in Science and Education, affiliated with the Ministry of Science and Higher Education. After a few years of experience in applying them to Iranian libraries they should be revised and updated.

This document is not intended to form an operation manual, nor is it a textbook in special library administration, nor can it recommend specific quantitative measures which will give automatic excellence. Furthermore, in libraries as varied as these, it is impossible to achieve a high degree of uniformity, so many variations should be expected between libraries. Even so, this document should give a clear guide to the basic elements present and the degree to which they are present in the majority of successful special libraries. In so doing, it describes the criteria or standards by which successful libraries can be judged, also. Most basic of all, however, there must be clearly and unmistakably present at high Iranian management levels the strong intention to make the library a vital and useful part of the organization.

Library Objectives and Initiation. -- The library should be responsible for providing the materials and services needed to meet all the job-connected information requirements of its parent organization's staff members. Materials of all kinds should be acquired to meet the organization's current and future needs, and they should be organized for most effective use by the library's clientele and staff. The library should attempt to give the maximum service possible with its resources. When aware of its clientele's interests, the library staff can bring pertinent information to their attention, either before a request is received or else at the moment that the information is needed.

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A new library should be established only in circumstances which suggest the likelihood that a majority of these standards will be reached within the first five years of operation. Clear understanding of the role, support, and financing of a modern library must be present, the need for such a unit must be obvious to the organization's leaders, and a professional librarian must be available to head it.

Management. -- The most modern, efficient, and progressive management policies and procedures possible under the circumstances should be used throughout the library. Obviously there is not enough space to describe them here, but they can be learned by studying recent library management and administration textbooks, such as those listed in the bibliography. A written statement of library objectives should be prepared for approval by the person to whom the librarian reports and for staff guidance in developing its program. To aid the parent organization's administration in planning for its growth, at least a five year projection should be made of the library's book collection, personnel and space needs.

All of an organization's libraries should be under one chief librarian. The library should be recognized as a line administrative section of the organization, and the chief librarian should be instructed to report to any one of several administrative officers--the research department head, the secretariat head, or preferably the organization director himself, or his deputy. Modern management principles call for frequent conferences among those persons working in the library and may be formalized by scheduling regular staff meetings to coordinate activities and reach decisions.

The special library should be considered part of a national system of libraries, closely cooperating to provide maximum service for the entire nation. The well organized library should expect to serve as an internship location for new professional and clerical personnel sent from other organizations for a few weeks of training.

Close, friendly, and business-like relationships should be developed with all other parts of the library's parent organization. Purchases should be made directly by the library, not thru the parent organization's business department. The needed items must be identified, their specifications drawn up, sources located, orders placed, and then careful follow up made of each one to insure prompt delivery of the exact items ordered. Payment should be made thru the parent organization's business department. Also, the library should be free to establish its own personnel regulations and carry out recruting, testing, and

selection, with final contract signing being handled by the parent organization business department. Physical plant administration will be carried out under the parent organization's business department.

The chief librarian must insist that his instructions to other departments be carried out as given. Considerable aggressiveness, adeptness at manoevering in a bureaucratic setting and patience are needed by the chief librarian to wend his way thru any government organization. Often orders and requests will be processed and approved by the organization's officers only after some delay, so temporary or alternate procedures must be available for any situation.

In certain cases, an organization advisory committee of senior staff members from other departments should be appointed to assist the chief librarian. The committee can be useful in strengthening relations with the organization's staff and in evaluating service to users, faculty, and administration. It should meet regularly and keep minutes.

An annual report to summarize and evaluate the library's activities should be prepared for the person to whom the chief librarian reports. Monthly statistical summaries should show the volume of use and work done. As a public relations device, brief summary reports may be printed and circulated to all organization staff members.

Personnel. -- The quality of the library's personnel is one of the most important factors in its effectivencess. No matter what its size, every library should have at least one well qualified librarian, one subprofessional, one typist, and one clerk. As its collection and services expand, additional staff members must be added. A library with large acquisitions and circulation as many services might need one hundred staff members. Library staff members should be added at approximately the rate of one for every one hundred parent organization staff members.

The chief library should be responsible for all library functions. He should

1. Establish written objectives and policies consistent with the parent organization's objectives and policies.

2. Represent the library in the organization's administrative and planning groups concerned with policy and procedure formulation.

3. Prepare written job descriptions defining requirements, responsibilities, and duties, and suggest salary ranges.

4. Interview and choose from among position applicants in cooperation with the organization's personnel office.

5. Train and supervise professional and subprofessional assistants, specialists, typists, and clerks, and evaluate their performance regularly.

6. Maintain close and effective communication and inform staff members about all policy matters affecting them.

7. Interpret the library's policies and services to the organization.

8. Establish modern policies and procedures for materials selection, acquisition, and circulation in the library's special fields.

9. Implement appropriate modern cataloging, indexing, classification, and preparation for the shelves principles and procedures.

10. Plan, organize, and evaluate personalized reference and bibliographic services fitting user needs.

11. Work with architects and space planners on library quarters, furniture and equipment problems.

12. Plan and justify the annual budget.

13. Supervise or perform all services.

Such responsibilities require the chief librarian to know the organization's subject literature and its characteristics, the library's resources, reference and bibliographic methodology, the principles of book selection, acquisitions, cataloging and classification, and to be able to interpret the collection to users. This understanding can best be achieved thru graduation from an Iranian or foreign library school supplemented by practical experience calculated to educate the individual in making maximum use of the library's budget and collection to serve users. A combination of both formal subject education in the organization's field of emphasis (e.g., chemistry or history) and library education is desirable in large libraries. Similar qualifications should be expected of other professional librarians and specialists. A professional librarian is a person who has completed a Bachelars degree major or a masters degree in library science from an approved library school.

The chief librarian should have good administrative ability and a thorough knowledge of the organization's functions and activities. Other desirable personal qualifications include initiative, analytical ability, good judgment, unselfishness, modesty, perserverance and thoroughness in searching for information, emotional stability, flexibility, resourcefulness, tact, and good health. He should have a good knowledge of a least one foreign language.

Subprofessional staff members should be responsible college graduates who can carry out difficult tasks relieving professionals of certain duties and supervise typists and clerks. The most capable subprofessionals should be encouraged to prepare for library school attendance and a professional career.

All typist and clerical staff members should have at least a high school education, and most of them should be trained to type bilingually. Special classe should be arranged to teach them the specialized aspects of their positions. The large library will need many more typists than clerks. They should be accurate, adaptable, friendly, intelligent, unselfish, hard working, and ambitious. Typical typist and clerical duties include ordering publications, checking in and routing periodicals, assisting in technical processing, typing reports and catalog cards, preparing

material for the shelves, filing publications and cards, keeping the accession record, circulating and discharging material, sending overdue notices, preparing material for binding, performing photoduplication and messenger work, maintaining and requisitioning supplies, preparing exhibits, and secretarial work.

All employes should be selected because they are well qualified for their positions, and not for family or political reasons. Closely coordinated team work should be expected of the entire staff whose advice should be solicited on matters relating to them. All employees should be hired initially on temporary contracts so they can be evaluated before civil service contracts are given to them. If possible, all persons should be hired to work full-time, 35-40 hours per week, and should be discouraged from sharing their time with other organizations. Women employees are as useful as men and should receive consideration for every position. Each employee is assumed to be a worker, not a watcher. In addition to being informed on current library developments, staff members should be encouraged and supported in study and reading programs related to their positions. Also, they should be encouraged to attend the meetings and to engage in the committee work of the Iranian Library Association and other professional organizations.

In the more advanced special libraries, several other kinds of skilled personnel may be employed, e.g., (a) The Literature Searcher who utilizes his knowledge of a specialized subject literature to make systematic searches, locate specific facts, compile bibliographies, and write reports; (b) The Translator, very proficient in Persian and a foreign language as well as a specific subject field, who translates articles, reports, and correspondence in that field; (c) The Abstractor who uses his writing abilities to summarize the essential factual content of articles and reports for abstract bulletins; and (d) The Indexer who analyses publications in depth by using special subject heading and classification lists.

Collection.--The collection consists of the materials made available to the library's clientele. It may include a wide variety of forms and types of materials: books, pamphlets, reprints, translations, dissertations, periodicals, newspapers, press releases, indexing, abstracting and news services, transactions, yearbooks, reports, organization directories, technical reports, research notebooks, patents, specifications, standards, photographs, slides, motion pictures, filmstrips, tapes, discrecordings, maps, sheet music, catalogs, legislative materials, clippings, microfilm, microcards, microfiche, and archival materials.

The chief librarian must establish written book selection and acquisitions policies pertaining to depth and extent of subject coverage, types of materials to be acquired, gifts, and exchanges. This statement should be approved by his supervisor. The professional librarian is his organization's literature specialist, and, after several years of conscientious study and experience, will know more about the field's literature than any other organization staff member, though others may know more about the subject field itself. An efficient acquisitions program requires sound business practices and simple, well-organized acquisitions records.

The chief librarian can anticipate information needs if he is kept informed about all plans and activities of his organization. Participation in planning sessions and discussions with subject specialists are essential to an alert acquisitions service.

Basic, frequently used, and potentially useful materials should be included in the collection. The range of subjects covered should be determined by the organization's objectives, and the depth of subject coverage in each field should depend on the demand for subject depth. Usually a special library concentrates on a relatively narrow field like chemistry or banking or personnel work and buys material intensively in it. Many Iranian libraries have subject focus problems and need to eliminate all out-of-scope material, such as fiction, from their holdings. The collection's adequacy should be continually re-evaluated as the organization's activities develop.

The size of the collection depends on the amount of material available and pertinent to the organization's needs and interests, on the library's purposes, and on the amount of use received. Some libraries need large reference collections, multiple copies, and historical works, while others have highly selective and practical collections restricted to currently useful literature. The rate and direction of collection growth should reflect the growth of pertinent literature and user requirements. The materials purchased must be well adapted to user understanding levels and needs. Upgrading educational levels within staff specialties may be an important organization goal.

Quality and quantity are both important in the collection. Lists of "good" books in the subject field can be checked against the collection. Such lists are available for both foreign language and for Iranian material from the University of Tehran Department of Library Science. For the best new American books, the

Textbooks should be purchased in limited numbers and should be replaced frequently with more current titles. Duplicates should be purchased only for heavily used titles. In general, the history of the subject field covered is only of secondary interest, its practical aspects being much more useful. Newsletters of only ephemeral value may be discarded after one or two years, while journals of reference value must be bound and kept permanently. Within the organization's subject field, dictionaries, encyclopedias, directories, manuals, handbooks and almanacs will be quite useful. General reference works such as encyclopedias, language dictionaries, atlases, telephone directories, and handbooks, will broaden the scope of the library's reference services, also. Book and serial indexes and abstracting services are very important tools. Library Science material will be useful to the librarian's work. Foreign material of all types will be important in many special libraries, perhaps making up 50% to 100% of the collection.

Certain libraries may have as one of their goals the provision of recreational reading material for users; in fact, prison and hospital recreation collections, for example, may have that as their primary objective. They resemble public libraries in their book selection and service policies and need at least three books per user. If the user group contains a large number of illiterates, materials should be available in picture and easy reading form suitable for use in connection with literacy courses. Prison and hospital officials will need access to collections of recent book and serial literature on correctional institution and hospital management.

The library staff must be alert to new sources of material and must systematically review a regular flow of announcements and periodical listings of published material. The Tehran National Library Bibliography should be checked for Persian material, the British National Bibliography for British, Biblio for French, Publishers Weekly, Library Journal, and Special Libraries for American material. The Booklist and Subscription Books Bulletin evaluates foreign reference books. Critical Iranian book reviews may be found in Rahnemaye Ketab, Ayandegan Newspaper and Sokhan. Such journals as Choice and Book Review Digest provide critical reviews of certain English language books. Ulrich's International Periodicals Directory and Soltani's Directory of Iranian Periodicals should be checked for periodical material.

Libraries in organizations issuing publications may exchange their publications with other organizations here and abroad and thereby enrich their collections at little expense. Central duplicate exchange facilities are available thru the Iranian Duplicate Exchange Union at the Iranian Documentation Centre. Attention should be paid to the availability of useful free serials, books and pamphlets. Both solicited and unsolicited gifts that add strength to the collection are desirable.

Material may be ordered by plane, truck or ship from Europe and by plane or ship from other countries. Rush items should be ordered by air mail. Libraries must send a messenger to pick up Iranian publications from other agencies and from publishers as well as deliver mail. Iranian books must be ordered soon after publication or else they will have gone out of print.

Retention and discard schedules should be established and carried out for each category of material. Discarded accessioned material can be stored in boxes and catalog cards pulled. Discarded unaccessioned material can be sent to the Iranian Duplicate Exchange Union so it can be used by another library, or, if obsolete, misleading, or in bad physical candition, it can be put in the trash.

Since they will not be used, manuscripts and rare books should not be purchased. If they are present, permission should be sought to sell or donate them to a university central library. If it is necessary to keep them, they should be fully cataloged and stored in a vertical file or locked book case in the chief librarians office.

In general, annual additions should be made at the rate of at least one new book for every second organization staff member. Superior collections may add as many as five new books per staff member. Although no fixed rules can be given for the number of serial subscriptions needed, as with the book collection this depending on breadth and depth of the organization's interests and library use, even a small library must have at least 100 titles and larger ones as many as several thousand. Most of the serials selected for subscription should be those found in the indexing and abstracting journals of greatest value to the organization. Current newspapers should be available from Iran and perhaps from several other countries.

An annual inventory of all accessioned volumes should be taken and losses reported so records can be corrected, replacement budget needs estimated and requested. The chief librarian should not be held responsible for the collection losses which always accompany library use, in fact, losses will often increase as the library's usefulness increases.

Processing. -- The staff must organize the collection efficiently and make available the catalogs, indexes, and guides needed for prompt access to it.

Effective organization and control require: 1) bibliographic description of each item, 2) subject analysis, and 3) classification for physical subject arrangement. Policies and procedures for making materials accessible differ according to its physical form, subject content, and use.

Normally, books are indexed in the public card catalog by author, title and several subjects, with the cards intermixed in alphabetical order. Books are shelved on open shelves by subject classification number. The shelf list, containing a card for each book, is arranged in call number order. Frequently used reference materials should be shelved by subject classification near the circulation or reference desk.

Access to the alphabetically arranged serial collection should be obtained through published index and abstract services, e.g., Biological Abstracts, Education Index, and the Irandoc Science and Social Science Abstract Bulletin. Pamphlets and audiovisual material should be indexed by broad subjects in the public card catalog and stored alphabetically by subject, call number, or title in filing cabinets.

Consideration should be given to use of the classified catalog arranged in call number order and supplemented by a subject index. It will place in one file the cards for both Persian and foreign books instead of dividing the two sets of cards as in the dictionary catalog. An alternate plan is to file a card for each subject heading in both Persian and hat in catalogs.

Standard modern cataloging, classification, indexing systems and processing procedures should be used. The most popular cataloging system is described in the Anglo-American Cataloging Rules published by the American Library Association. A Persian translation of it is being published by the University of Tehran Central Library. Another important tool Sharify, Nasser, Cataloging of Persian Works, distributed by the American Library Association. The most popular classification systems are those of the Universal Decimal Classification (FID, the Hagvel), and the Library of Congress for large collections (Washington, D. C.). The Library of Congress subject heading list is the most useful. A series authority file is useful, also. Copies of the

basic processing tools must be purchased for daily use in the library's initial organization. Careful study will be required before the reader will understand how to use them. Subject heading and classification expansions available at the Tehran Book Processing Centre may be needed to adequately index specialized Iranian collections.

Printed catalog cards for both Persian and Latin titles can be purchased from the Tehran Book Processing Centre and for Latin titles from the Library of Congress. Such cards will save the cataloger's time and enable the library to have a neat, attractive, correct and useful catalog at a small cost.

Materials must be accessioned and prepared physically before being placed on the shelves for use. Books must have charge cards, pockets, date due slips, and ownership stamps or book plates placed in them. Plastic book jackets are desirable to enhance appearance and durability, also.

Serials and pamphlets must be checked in and their ownership stamped on each issue. Those with permanent reference value should be bound in annual volumes by a commercial bindery. Book and serial repair facilities should be available in the library.

Material may be ordered, cataloged, classified, and prepared for the shelves for any special library on contract by the Tehran Book Processing Centre which will also serve as a consultant on all types of library problems.

An organization with several libraries should have a union catalog of the book and serial holdings in each one. Processing should not be allowed to take more than one month from the time the book arrives in the library. In the future, greater efficiency may be attained through the use of data processing techniques for bibliographic information storage and retrieval.

Service.--The special library is a service unit providing information to improve the caliber of work of the parent organization. Its service program should be dynamic and the staff should seek out opportunities to serve organization personnel. Skilled reference and bibliographic services should be provided, information disseminated, and many activities undertaken to encourage use.

Reference service depends upon the staff's special knowledge and experience, the collection, and outside agencies. The staff should assess and select the appropriate material to answer each reference question received. Answers to requests may be obtained in a time span of several minutes to several hours.

Literature searches conducted in response to specific requests may result in a

selected list of references or a collection of publications for examination. Individual reading guidance should be given to any user who wishes to locate his own literature. In certain instances it may be appropriate for the library to assign a staff member to serve as the bibliographical member of an organization research or study committee.

New organization personnel orientation should include a library tour, personal instruction and distribution of a brochure describing the library's services. As information specialists, librarians may advise individuals organizing personal information files. Hours of opening should reflect the extent of users demands. The normal working hours of the parent organization should be the minimum hours observed.

Current periodical literature should be used to the maximum, in ways such as the following: display of current issues, regular routing to specific individuals, distribution of selected lists of articles, publication of an abstract bulletin, publication of a contents pages bulletin, and purchase of multiple subscriptions for distribution to specialists.

When commercially published indexing and abstracting services are inadequate in the library's subject field, the staff should compile continuing and selective bibliographies, indexes, abstracts, or digests of current literature to meet the future needs of its clientele. If a translation requested is not readily available and cannot be obtained easily abroad, the library should secure it from a well qualified staff member or a local commercial translation service.

The library should circulate its materials for home use, with the possible exception of reference sources. Loan service should include an efficient charging and recall system, with provision for filling users requests promptly. The loan policy must be flexible enough to permit maximum use. No fee should be charged for use. The library may provide photocopies instead of lending individual items. The extent to which the library is useful to the parent organization can be guaged by the extent of its reading room use, circulation, and reference question requests. Though it will vary greatly even in superior libraries, a circulation of one item per organization staff member per month is adequate, one item per week very good. The number of reference questions answered per week will vary also, and will depend on how the term reference question is defined, but one per staff member per year is adequate.

An extensive interlibrary loan program should be carried out with other libraries in accordance with the interlibrary loan code of the Iranian Information Network

which has its headquarters at the Iranian Documentation Center. Close and frequent cooperation with related special libraries and with public and university libraries will extend the usefulness of all Iranian book collections and is the goal of this network.

The special library should publicize its resources through attractive displays, direct routing and acquisition lists of new materials, selective subject lists, publications, and personal contact. Exhibit space and bulletin boards should be used continually and changed frequently to provide attractive displays of material related to library service. Displays may be seasonal or celebrate special events. New services and materials may be publicized in several ways including a notice in the organization's newsletter, distribution of bookmarks and booklists.

Quarters and Equipment.--The chief librarian is responsible for a precise and realistic statement of the physical requirements for collections, services, and staff. The library needs adequate facilities in a physical environment conducive to optimum use.

Except for laboratory and desk material needed daily, the organization should place all of its printed books, serials, pamphlets, reports, and other library materials in one place, under the library's supervision. This will concentrate the collection and its service in the hands of well informed staff members in one location open regularly for relatively long hours. This policy is more efficient and economical than scattering these facilities. Since it is a general service used by persons in all departments of the organization, the library should be centrally and accessibly located. Notices should guide the reader to it. The library's quarters should not be shared with any other department.

As the organization grows, the scope and activity of its library will also increase, so its location must permit space expansion for at least five years. Anticipation of growth needs should discourage frequent moving of heavy and cumbersome equipment and materials.

Reference functions require space for staff desks, card catalogs, printed indexes, dictionary stands, map file cabinets, and the reference book collection. A separate service desk may be needed for the loan and return of material. Microfilm readers and photocopiers may be located in the service area, also. Adequate table and carrel space in a quiet area must be provided for reading, study and research. Reading room seats at the rate of 2.5 square meters per person should be available for at least 10% of the organization staff.

The shelving areas for the book and the current and bound periodical collections must be conveniently located in or near the reading room and completely open for reader use. Open shelves allow users to browse among the materials freely and make their own selections. Shelf requirements can be estimated on the basis of standard formulas. Estimates must be made for the growth rate of each call number and the additional shelves needed within a given time.

Dimensions of shelving sections: 2 meters and 6 shelves high; for counter height shelving, 1 meter and 3 shelves high; both should be 95 cm. wide, with 25 cm. shelf depth. Shelves must be easily adjustable to many different levels. In stack shelving, useable capacity is 100 volumes per section, or per square meter of floor space. Aisles and passageways should be 1 to 2 meters wide.

The amount of office, processing and conference space needed depends upon the size of the processing and administrative staffs. Office space is needed for conferences and interviews, administrative, clerical and secretarial work. The processing area is used for acquisitions, cataloging, classification, indexing, physical preparation for the shelves, and preparation for binding work. Processing and office space should be located where the necessary typing noise will not distract users. Ample desk, table, counter, cabinet, shelf and aisle space and appropriate equipment placement are necessary in these rooms. A conference room can be useful for committee meetings, private conferences, and small instructional and orientation sessions. Technical processes and office area allotment for each person, including desks, work tables, shelves, and passageways should be 12.5 square meters. 70 footcandles is the level of recommended illumination in all work and reading areas.

Special attention is required to the following: 1) the floor must not be loaded with books in excess of the building's structural allowances, normally a maximum of 680 kgms per square meter; 2) quarters must be free from machinery vibrations, outside noise, and strong orders; 3) adequate ventilation control is needed for book and paper preservation; 4) proper quantity and quality of illumination is required for reading; 5) proper sound control is important, if necessary achieved by acoustical treatment of walls and ceilings; 6) lavatory and mimeograph facilities should be readily available in or near the library; and 7) cooling should be provided in the summer and central heating in the winter.

Needed equipment will include a Latin and a Persian typewriter, kardex, two or more book trucks, several vertical files, work table, sink, storage area for supplies, telephone, wall clock, card catalog cabinets for public catalog and shelf list, desks and photocopy machine. Comfortable lounge furniture will be needed as well as tables,

straight chairs and carrels for serious study, projectors for use with film, filmstrips, and microfilm. Needed supply items will include charge cards, identification cards, stationery, accession book, correspondence record book, order cards, LC card order forms, catalog cards, book mending supplies, an electric eraser, date due slips, book pockets, book jackets, scotch and masking tape, book spine labels, card sorters, plastic adhesive, library ownership stamps, dater stamps, form letters for ordering free material and claiming missing issues, paper clips, rubber bands, etc. Standardized library equipment, furniture, and supply items can be purchased from suppliers recommended by the Tehran Book Processing Centre.

Budget. -- The initial recommendations for budgetary support should come from the chief librarian, but the final proposal must be shared with his immediate superior. They must agree upon the desired scope of the library's services and the allowable costs.

Spending budget allocations depends on the professional knowledge and judgement of the library staff. The chief librarian should have full responsibility and authority to spend his budgeted funds. Budgetory support must be made available on a continuing basis, without lapses. Otherwise, serial subscriptions will lapse and the collection will contain gaps.

At the very least, there must be an annual budget large enough to cover minimum staff salaries, a representative collection of new material, supplies and equipment. Normally, in a ministry library serving 300 people, for instance, a minimum budget of at least 120000 Rials per month may be expected, about half spent on four staff members and half on new materials. When new such a library should have an initial budget of at least 800000 Rials for equipment, 400000 Rials for materials, and 15000 Rials for supplies. Its annual equipment budget should be at least 40000 Rials, and its annual supply budget should be 7500 Rials. Probably the organization itself will provide tea, guard, and janitor service, so they need not be budgeted.

The library staff may keep essential financial records, but must also maintain close liaison with the organization's accounting department which will keep the official records. Salaries may be included in the parent organization's personnel budget, the library's own budget covering all other items. A replacement budget to cover losses will be important in certain libraries. A majority of libraries will need foreign currency or Unesco book coupons sufficient to purchase at least three fourths of their materials abroad. Salaries should reflect staff members' education and experience levels and should be comparable to those paid in other fields, such as accounting and archi-

lecture. For instance, a masters degree graduate librarian should be paid 25000-45000 Rials per month, and a bilingual typist 10000-18000 Rials per month at the present time.

Sources of Assistance. -- If the definitions and examples of the terms and ideas used in this set of standards are not entirely clear, the librarian can consult the library science glossory published by the Iranian Documentation Centre. It defines many of them in Persian. Or, he can consult the Tehran Book Processing Centre Planning Department.

Useful supplementary reading material is listed below:

American Correctional Association, Manual of Correctional Standards. New York, 1966, Chapter 31, Library Services.

Ashworth, Wilfred, Handbook of Special Librarianship and Information Work. London, Library Association, 1967.

Association of Hospital and Institutional Libraries. Standards for Library Services in Health Care Institutions. Chicago, 1969.

Koontz, Harold and O'Donnel, Cyril, Principles of Management, New York, McGraw Hill Book Company, 1968.

Library Association. Hospital Libraries; Recommended Standards for Libraries in Hospitals. London, 1965.

Sharp, H. S., Readings in Special Librarianship. New York, Scarecrow Press, 1963.

Special Libraries Association, Objectives and Standards for Special Libraries. New York, 1964.

Strable, Edward, Special Libraries, a Guide to Management. New York, Special Libraries Association, 1966.

Strauss, L. J. Scientific and Technical Libraries. New York, Interscience, 1965.

Tehran Book Processing Centre. Iranian Academic Library Standards. Tehran 1971.

Withers, F. N., Standard, for Library Service, Paris, Unesco, 1970.

Iran has three library education departments, those at the University of Tehran, Faculty of Education, offering a Masters degree and an undergraduate minor, Tabriz University Faculty of Letters offering a Bachelors degree, and the Iranzamin Junior College of Business and Library Administration, offering a post diploma.

The Iranian Library Association, P. O. Box 11-1391, Tehran; the Special Libraries Association, 235 Park Avenue, South, New York, 10003; and the Association of Special Libraries and Information Bureaux, 3 Belgrave Square, London, S W 1, United Kingdom, publish additional information and will provide helpful advice.

At the present time, the following are among the best organized Iranian special libraries. A visit to one or more of them, should be helpful to anyone

planning the organization of a new library.

1. University of Tehran Centre for International Affairs Library
2. Central Bank Library, Tehran.
3. National Iranian Oil Company Library, Takhte Jamshid Avenue, Tehran.
4. Ministry of Economy Centre for Trade and Industrial Development Library, Tehran.
5. Pahlavi University Faculty of Medicine Library, Shiraz.
6. Pahlavi University Faculty of Engineering Library, Shiraz.
7. The Iranian Documentation Centre, Tehran.